

**BOLIVIA
DEMOCRATIC DEVELOPMENT
AND CITIZEN PARTICIPATION
DDCP3**

**QUARTERLY REPORT VIII
Period of Performance:
July 1 to September 30, 2005**

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Democratic Development and Citizen Participation (DDCP)
Phase 3

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I. INTRODUCTION

During the July- September 2005 quarter, the DDCP 3 project has focused on achieving and measuring results in all areas of the project, including the launch of a new activity on conflict resolution. On an administrative level, the project has facilitated contracting of multiple consultants and subcontractors to provide technical assistance. Training has occurred at many levels of government and civil society that work on decentralization, municipal issues, and citizen participation. In the last quarter, partnerships were developed through the DDCP3 technical lead on assistance to national government initiatives and will serve to facilitate collaboration on several activities.

Highlights of this quarter

The work undertaken by the project during this quarter resulted in significant progress in the following areas:

- In the area of governance, civil society has responded with its participation at training and awareness raising events through workshops on the use and handling of the CGMP instruments.
- Collaborative training activities with CENCAP have begun and will serve as a foundation for sustainable replication of DDCP 3 activities.
- Procurement procedures training was conducted in all DDCP 3 regions.
- Technical assistance has been provided on potable water, public lighting, and solid waste for municipal technicians, members of the Municipal Councils and Vigilance Committees.
- Local economic development efforts have focused on promoting increased public investment in local economic development efforts, which includes developing collaborative efforts with civil society, municipal government and national agencies.
- Increased participation of women in the political process have been reinforced in coordination with the VMM, ACOBOL, women Political Forum, the SUNY/USAID project, IFFI-UNIFEM, Women's Coordination NGO, AMUPEI and others.
- Work with various indigenous entities in coordination with municipal governments on oversight of project implementation and promotion of economic development activities.
- The newest aspect of focus in National Government initiatives is the work with JCP to involve youth in citizen participation activities and developing sustainable activities for the JCP.
- Decentralization workshops on "Learning about autonomies" were coordinated with the UCAC and FAM.
- Municipal Citizens Information and Communication Units were established in 4 municipalities and will be inaugurated in the next quarter.

II. MAJOR ACCOMPLISHMENTS DURING THE QUARTER

A. ADMINISTRATION AND GRANTS

The Contracts and Grants Administration Area completed the following contracts for short term consultants as well as for permanent staff, based on the contracting plans of each of the Technical Areas of the Project:

- Permanent staff: 12 employees
- External consultants: 14 Consultants
- Local Technicians: 10 Local technicians

A bidding process was conducted to award a Fixed Price Subcontract to the firm “Center for Communication Programs (CPC)” – “Planning, design and production of training programs on municipal governance issues.” This Subcontract was signed at ICMA/W.

Provide administrative support to the proposal to add activities on Conflict Resolution, for \$250,000 to the ICMA/USAID contract.

B. AREA: GOVERNANCE

Result 1: Increased social participation in the POA participatory planning and the rendering of accounts.

The implementation of the Municipal Participatory Management Cycle (CGMP) events at the 15 municipalities with direct assistance from the Project shows that its application is in the process of consolidation. A proof of this is that new municipal authorities and civil society representatives, as well as the health and education sectors, have assumed their roles at these types of events submitting their corresponding reports.

At the same time, civil society has responded with its participation at training and awareness raising events through workshops on the use and handling of the CGMP instruments.

Result 2: Strengthened management capabilities of municipal actors.

- Six workshops have been carried out at the DDCP3 intervention regions (Amazonía, Chiquitanía, Valles Altos, Altiplano, Chapare and Yungas). These workshops have been addressed to Municipal Council authorities, as well as to civil society representatives (Vigilance Committees), to improve knowledge on

their roles, functions, attributions and responsibilities and on the operational management instruments (MGMP).

- 11 EDAs 2 and 9 Cumbre 1, DDCP3 direct intervention has been carried out in the 15 program municipalities.

Result 3: Increase in the relationship Vocations (Economic Development Efforts)/POA Investments

- At the 15 municipalities of DDCP3 direct intervention, technical assistance and training activities have been provided to collect demands submitted at the Cumbre 1 events, with the approach of establishing a “target image” (vision) of the municipality in relation to the vocation (economic development); the tendency being that social and municipal actors take into account the vocation (economic development) of the municipality and on these guidelines activities of the POA are being prioritized and programmed.
- Municipalities where the DDCP3 is working have increased the emphasis of the budget on those employment opportunities in that locale municipal vocation (economic development). Results obtained in the MDI show that by the year 2004, only 1 of the 15 municipalities under DDCP3 direct intervention, assigned more than 44% of the budget to investments related with their vocations (economic development efforts). The last MDI data collection, April 2005, demonstrates that 6 of the 15 pilot municipalities have more than 44% of their POA budget related to their vocations (economic development efforts).

Other activities of the Governance Area

Consultancies

- Consultancy “Indigenous in Local Power”. Terms of Reference were developed. Focus groups with municipal authorities and civil society, separately, were carried out at the 15 municipalities, partners of the DDCP3. The conclusions of this assessment are being developed.
- Consultancy on the “Articulation of long term (PDDES) and short term (POAs) planning processes with the departmental budget in the context of Autonomic Decentralization.” Terms of Reference, agreed upon with the Vice Ministry for Decentralization, were developed. At present, proposals are being analyzed to award the consultancy.
- Consultancy on Conflict Prevention and Resolution. Terms of Reference were developed to issue direct invitations to candidates. The DDCP3 technical team complemented it, once the adjusted proposal was approved. Terms of Reference were developed and published to recruit a Coordinator for the Conflict Prevention and Resolution Area, with base in La Paz.

Likewise, Terms of Reference were developed for the National Task Force on Participation (GNTP) to be in charge of the production of training and distribution materials to produce a Municipal Model for Conflict Prevention, Mitigation and Resolution. By the end of October, the Coordinator should be recruited and the GNTP consultancy defined.

- Development of Municipal Plans and signature of Addenda to the Agreements with Municipalities working with the DDCP3.
- Folders were developed for the 15 municipalities working directly with the Project, as well as for the 5 Chapare municipalities. The Addendum contains commitments and activities of each of the Project areas with each of the municipalities. The enforcement period starts with the signature of the addendum up to September of the next year.

Challenges/issues of concern that affect implementation and remedial actions taken

- Implement Cumbres 1, 2 and 3 of the POA planning process at the 15 municipalities directly assisted by the Project in the area of democracy and assist the 4 municipalities at the Chapare and the two Yungas Mancomunidades, to strengthen the process of consolidation of the CGMP at municipalities. The Governance Area will exercise permanent monitoring and will provide permanent technical support to the implementation of the CGMP events.
- Implement training and replication events on Transparent Management and Anticorruption at the 6 micro regions assisted by the Project (including Chapare and Yungas).
- These events will be programmed once the training modules are developed and printed, and the DDCP3 team has been trained in the utilization of these instruments.
- Disseminate the text “Instruments and Directives of the CGMP,” so that all actors at the municipalities working with the Project have this document to facilitate the participation of municipal actors in the CGMP events and, this way, support the sustainability of the Cycle.
- Promote the submission of the 2006 POAs/Budgets to the Ministry of Finance. As a final result of the participatory planning process for the POA development, municipalities have to submit the document of the POA/Budget 2006 to the Ministry of Finance.
- How to ensure sustainability of the CGMP events? Undoubtedly, the Vigilance Committee will have to reach an agreement with the Municipal Government to assign an amount for travel expenses of the population to the CGMP events even without the Agreement with the DDCP3.

Recommendations / Responsibilities

- The overall vision regarding design and implementation of policies at Municipal Councils should be strengthened; a great restriction is the lack of specific technical assistance for the legislative body and the articulation of regular communication systems between the Executive and the Vigilance Committee.

- There is great information void on roles, attributions, citizens' rights and duties. Workshops with OTBs a day before the EDA 2 or a day before the Cumbre had great impact and a noticeable improvement on the quality of the participation was perceived. These OTB encounters a day before the Cumbre will be promoted as part of the CGMP.

C. AREA: MUNICIPAL ADMINISTRATION AND FINANCE

Result 1: Municipal finances strengthened at the DDCP 3 municipalities.

- Local initiatives that will allow improvement in the revenue collection levels during next fiscal year have been generated. Likewise, an awareness on the importance of administration of own resources is being generated at the municipalities.
- Launching of the tax roll renewal at Cliza: The tax roll has been purged and updated, with real estate, vehicles and commercial activities registered and identified, and with staff trained on local tax administration. A strategy to increase internal collection for the Cliza Municipality has been designed and the SIIM with the updated tax roll has been implemented.
- Launching of the Real Property Inventory at the San Juan Municipality: The municipality has an updated the inventory, with parameters that allow the determination of the properties' value, with trained staff, the implementation of the real property inventory. Manuals, tools, routines and procedures for the real property inventory have been developed; assistance has been provided in the adjustment of value tables, and in the development of the approval ordinance of the value tables.

Assistance in the cadastre Project for Rurrenabaque: Supervision of the cadastre Project awarded by the Rurrenabaque Municipal government to a specialized firm; technicians have been trained to validate the cadastre.

- Tax assessments in: Concepción, Asunción de Guarayos, San Juan, Rurrenabaque and Eucaliptus
- Training on the modules jointly developed with CENCAP:
- Technical Foundations of the Treasury System at Municipalities (3 courses for technicians implemented at Oruro, Cochabamba and Santa Cruz)
- Application of the Revenue Collection Information System at Municipalities (3 courses for technicians implemented at Oruro, Cochabamba and Santa Cruz)

- Administration of Municipal Income (4 courses for municipal authorities implemented at Oruro, Cochabamba, Beni and Santa Cruz)

Result 2: Municipalities with updated and orderly accounting

The strengthening of teams to provide financial technical assistance directly to municipalities through the recruitment of Local Assistants (short term consultants for the accounting process during transition) has enabled municipalities to manage updated accounting books. Additionally, assistance was given in the development of specific regulations. All this has permitted municipalities to close financial statements and submit them to the Ministry of Finance showing monthly execution statements up to August 2005.

Result 3: Municipal Authorities and Technicians trained and aware of procurement regulations

A series of training courses have been implemented to train and raise awareness of the authorities over the importance of handling basic norms for the procurement of goods and services, and on procurement and management of investment projects.

The following courses have been implemented at the 6 micro regions of direct Project intervention (Amazonía, Altiplano, Valles Altos, Chiquitanía, Yungas and Chapare):

- The process of Municipal procurement of Goods and Services
- Qualification Commissions at Municipalities
- SABS at Municipalities

Result 4: Completed MDI 2005 Results for Municipalities under direct technical assistance.

- Results obtained with the MDI data collection, have served to develop specific work plans for each of the 20 Municipalities working directly with the DDGP3 (including 5 municipalities at the Chapare). The planning of activities and commitments to achieve results and goals, have been agreed upon with municipal actors.

It is important to emphasize the interest generated by the implementation of this tool.

Municipalities under direct Project intervention: During this quarter, 5 municipalities (Eucaliptos, Curahuara de Carangas, Rurrenabaque, Ascensión de Guarayos and San Juan de Yapacani) have requested the transference of the

MDI for direct implementation as a management tool. The tool is being adjusted, making it more simple and flexible and reflecting each of the municipal situations. It is estimated that the transfer will take place during the first quarter of 2006.

Other activities under the Municipal Finance Area

- Consultants for the implementation of the SIIM and SINCOM have been hired.
- The registry module of the SIIM (tax roll) has been developed; the modules on tax collection, audit of accounts and tax execution are still pending.
- The PAI Consultant to design the tool has been recruited.
- The Municipal Income Unit (UIM) has been constituted to implement the Project's strategy and work plan on this subject.
- Inputs have been provided for the new budgetary directives at municipalities, especially on the subject of inclusion of gender issues.
- Financial advice has been given to the San Benito Fair in Reverse.

Challenges/issues of concern that affect implementation and remedial actions taken

- Implementation of strategies to increase municipal revenue collection, being this is a subject that generates great civil society resistance.
- Increase the levels of budgetary execution at municipalities. This needs actions coordinated with the areas of Services and Projects, Local Economic Development and Municipal Finances.
- Develop a simplified version of the MDI, which allows the easy transfer of the tool to municipalities that have demanded it.
- Consolidate the strategic alliance with the CENCAP.

Recommendations / Responsibilities

- Participation of the distribution and communication component is required for the implementation of strategies to increase internal funds, and to overcome social resistance to the subject.
- A monthly control of budgetary executions (expenses and resources), especially internal revenue funds will be implemented to monitor achievement of these goals. This tool should be transferred to departmental municipal associations to ensure future follow up.
- Coordination of activities to improve expenses execution will be established with the Services and LED Areas.

D. AREA: SERVICES AND PROJECTS

Result 1: Municipalities have improved the management of potable water and liquid waste disposal services.
Constitution and sustainability of the EPSA's and assistance in the formulation and implementation of potable water projects, are part of the DDGP3 strategy to

promote the strengthening of the potable water service management. Cost recuperation (tariffs revision) on the services provision is also being sought to ensure continuity of the provision in terms of coverage and quality, specifically in the operation and maintenance of water and liquid waste disposal systems.

- During this quarter, technical assistance in the constitution of the EPSAs was provided to the 15 municipalities of direct intervention (democracy). As a result of this assistance, EPSAs were constituted at the municipalities of Turco, Curahuara de Carangas and San Buena Ventura. Support has been given in the constitution and the approval of the corresponding bylaws.

- Assistance was given to the municipalities of Curahuara de Carangas, Eucaliptus, Turco, Concepción, San Javier, San Buena Ventura, Rurrenabaque, Cliza, Punata, on methodologies for tariffs collection, specifically on the subject of cost structure applied at each municipality. At these 9 municipalities, operational and maintenance criteria were incorporated based on information provided by them.

- Through educational campaigns to the population on this subject, at the municipality of Eucaliptus, the population has been made aware of the importance of having resources for operation and maintenance, generating mobilization of the population for the collection of pending debts. Revenue collection set at 30% was increased up to 80%.

- Technical assistance was provided to technical teams at the municipalities of Valle Alto in Cochabamba and Altiplano on the formulation of potable water projects to cover the needs of extension of coverage and quality improvement, through the utilization of the parametric spreadsheets of the Public Investment System– SNIP. The following projects were developed:

- San Benito: Potable water storage tank
- Cliza: Construction, renovation and improvement of the sewage system.
- Punata: Construction of the Potable Water system at Huayra Punku.
- Eucaliptus: Construction of the Potable Water System at Alka Marka.

In the case of San Benito, the EPSA has taken responsibility of the management of the project to improve the water catchments system. At the other municipalities, responsibility falls on the Municipal Government who then transfers it to the EPSAs for administration.

- A software program has been provided to handle information on the services assessment and the corresponding technical assistance to the Cliza Municipality. The software is being validated at the Cliza Municipality with information referred to the situation of the potable water and disposal of liquid

waste services. This software is expected to be replicated in all municipalities of direct intervention of the Project starting next quarter.

- The creation of Committees for the Management of Municipal Services has been promoted with the consolidation of 7 Municipal Committees for the Management of Basic Services with organizational structure at the following municipalities: Turco, Curahuara de Carangas, San Buenaventura, Rurrenabaque, Reyes, Concepción and Punata. These committees have facilitated the implementation of the characterization of waste process at the municipalities of Reyes and San Buena Ventura, organizing civil society as part of the implementation of the service of waste collection. In addition, it is the sponsor of the city cleanliness campaigns and the promoter of solutions for basic sanitation and potable water issues, as in the case of the provision of portable laboratories for the municipalities of Concepción and Rurrenabaque.
- Coordination has been established with the Vice Ministry of Basic Services for the endowment of mobile laboratories for water quality analyses at the 15 municipalities covered by the DDCP3.

On the subject of sewage, technical assistance has been provided for the technical and financial evaluation of sewage projects. This initiative is being implemented by the Cliza Municipality with the project “Renewal and Improvement of the Sewage System at Cliza.” This project will serve as reference for the technical and financial development of similar efforts at other municipalities.

Result 3: Municipalities have improved public lighting services.

The DDCP3 technical team has designed a software package with diagnostic parameters for the needs in public lighting. This system is a valuable planning tool; it is an important aid in the development of operations and maintenance plans, allowing the formulation of a maintenance budget for the public lighting service disaggregated by components on the basis of their technical specifications.

- The computerized system to handle information on the public lighting service has the diagnostic parameters of the needs of the service. The forms for data collection were validated at workshops with municipal technicians carried out at 4 micro regions of DDCP3 influence.
- This Software fulfills the functions of a Geographic Information System (SIG), but with a reduced cost and is programmed to handle information related to the components of a public lighting system, graphic as well as alpha numeric information to identify lighting points and their components, and allows the generation of information for planning, control and the implementation of a preventive maintenance plan.

- A demonstration of the functioning of the system to manage the conditions of the public lighting service was given to technical teams at the municipalities of Cliza, Punata and San Benito. These technicians have validated the scope of the system and have made important inputs on the quality of technical information that the system should contain.

Result 4: Municipalities have improved the management of solid waste services.

- Projects for the management of solid waste have been implemented at the municipalities of Reyes and San Buena Ventura, making progress on tasks such as: characterization of waste with citizen participation, location and adaptation of the selected site for the final disposal of solid waste, allocation of economic resources in the present year budget for the procurement of vehicles (motor tricycles) for the collection and transportation of the waste to the sanitary landfill, and to promote the implementation of citizen campaigns for urban cleanliness and information on the project.

- Municipal governments have shown great political willingness and have promoted active participation of civil society groups.

DDPC3 assisted municipalities applying the following methodology:

- Development of a computerized system to handle information on the collection and final disposal of solid waste services.
- Definition of an implementation time table and improvement of the service in agreement with the municipal government, through letters of intent signed by municipal authorities defining the phases and the implementation/improvement chronogram functional to the particular characteristics of the service at each municipality.
- Citizen orientation campaigns and public cleanliness journeys, both activities sponsored by the Committees for the Management of Municipal Basic Services jointly with municipal government authorities.
- Commitment of Mayors to assign sufficient funds for the procurement of three wheels vehicles for the collection and transportation of solid waste.

It was demonstrated that educational campaigns on urban cleanliness have been effective for the following reasons: they have been an effective vehicle to achieve consensus among the population on subjects of common interest; they have generated behavior changes among citizens in the short term towards protection of public goods and have promoted initiatives from the same citizens on the subject. In the case of Reyes, the population demanded that these be permanent activities (a task for the Committee for the Management of Municipal Basic Services). In the case of Cliza, a total of 17 tons of waste were collected on the

campaign day. This accomplishment has awakened a special interest in the municipality that has issued a Municipal Ordinance instructing the implementation of a citizen's cleanliness campaign at least once a month.

Result 5: Investment Projects

Strengthening activities have been emphasized with direct technical assistance and training in the different implementation phases of projects, not only to municipal staff, but also to members of the Municipal Council and the Vigilance Committee. The purpose is to qualify their project control and public auditing tasks.

- Direct technical assistance has been provided to technical teams, council members and Vigilance committees at each municipality for the development of a logical matrix as an input for project design. Likewise, municipal technicians, members of the Municipal Councils and Vigilance Committees have been trained in the use of monitoring instruments, supervision and reception of works in order to generate capabilities for supervision and control of projects at investment phases.
- Assistance to technical teams for the development of projects applying parametric spreadsheets, attending requests from municipal authorities to address the low physical and budgetary execution at municipalities.
- There are portfolios developed, certification of training activities on site and commitments of municipal authorities to apply knowledge acquired in the development of other projects.
- Follow up actions have been carried out at each municipality to verify compliance with the commitments for development of specific procurement regulations and their revision prior to submission to the Ministry of Finance for approval.

Other activities of the Services and Projects Area

- Activities in coordination with the National Institute for Agrarian Reform have been initiated to request the transference of information on legalization of rural territories to Municipal governments, a task that is expected to be completed at the DDCP3 direct intervention municipalities.

Challenges/Issues of concern that affect implementation and remedial actions taken

- Materialize the collection of municipal waste service through micro enterprises, thus generating jobs at each municipality.

- Implement mechanisms to solve weaknesses in project generation capabilities at municipalities.

Recommendations / Responsibilities

- Channel all efforts through direct technical assistance to municipalities.
- Follow up of technical assistance plans to ensure that technologies transferred are translated in products beneficial to municipal management.

E. AREA: LOCAL ECONOMIC DEVELOPMENT (led)

Result 1: Increased LED investments at the municipality and increased public investment in support of production and economic promotion for LED.

- Coordination has been promoted with the Directorate of Funds (DUF) and its associated funds (FNDR and FPS) and the Social Protection Network, for implementation of integrated infrastructure projects in support of production at Amazonía and Chiquitanía. Three meetings were carried out to define a work agenda which is in implementation process. With the change in the Funds' authorities, there are delays in the implementation of agreed upon plans.
- Initiatives of La Paz – Beni Municipalities were submitted to the IDB 1098 project and actions are expected to materialize at 14 municipalities that are familiar with possible project financing sources
- The LED Strategy was presented to local technicians and the corresponding activities were coordinated with them.

Result 2: Municipalities procure goods, services and works according to Supreme Decree “Buy Bolivian” (DS Compro Boliviano).

- At the DDCP3 initiative the First Rural Fair in Reverse in the country has been implemented, as part of the DS Buy Bolivian at the municipality of San Benito. As a result of this first fair, the Valle Alto Mancommunity with the Project's assistance, will promote its replication at 8 of its affiliated municipalities.
- Also, based on lessons learned on this experience, actions have been projected to implement other Fairs in Reverse during 2006 at the micro regions covered by the DDCP3, in coordination with the NGO PROCAL. This initiative has permitted integration with other Project components, promoted the transparency in municipal management and increased the participation of sectors excluded from municipal contracts. An evaluation and precise recommendations to improve this pilot experience will be made during the forthcoming quarter.

Result 3: Municipal institutional and productive network appropriate for LED.

The following action lines were undertaken under this Result:

- The consultancy for the design of an Economic Development Strategy for the El Alto Municipality (EDEM) was finalized. The final version was presented to the Mayor and the Municipal Council at El Alto; final report on the EDEM was submitted to USAID. The strategy was accepted and it was decided to coordinate it directly with USAID projects BTBC and OTI. The El Alto Mayor submitted the results of the consultancy to the U.S. Ambassador; the Municipality has expressed that the EDEM El Alto will become a municipal public policy. There is a strategy and work plan defining the DDCP3 assistance in the EDEM implementation.
- Assistance was provided to the El Alto Municipal government in the promotion and distribution of Law 2685 of Economic Promotion, in coordination with other USAID projects. With DDCP3 assistance, the municipal government is preparing instruments to implement Law 2685 and is training municipal officials. 45 applications were received to benefit from the regulation and 4 companies have technical/administrative resolutions.
- In coordination with the Cochabamba Municipal Government, terms of reference for the consultancy “Construction of the Municipal Economic Development Strategy” were developed. The call for tenders was published and 11 companies responded. During next quarter the winning company will be contracted and most of the strategy design work will be executed.
- The consultancy for the strengthening of the El Alto Economic Agents Information and Promotion Center (CIPAE) was hired. This consultancy is being implemented.
- Assistance was provided in the development and printing of the Municipal Manual for Tourism Management, the municipal training instrument on the subject. Coordination has been established with the Tourism Vice Ministry to promote training at the national level.
- The capabilities to implement Integrated Projects for the Classic Jesuit Missions Circuit at Chiquitos have been strengthened at the municipalities under DDCP3 coverage. During the next quarter, the focus will be the strengthening of Tourism Planning Municipal Councils at the municipalities of San Javier, Concepción and San Antonio de Lomerío, as local articulation axis of national policies related to the Chiquitos Tourism Product.

- Assistance was provided to schemes to articulate municipalities and artisans at the mancomunidades of Chiquitanía and Ascensión de Guarayos (private sector actors) to promote native products at the FEXPOCRUZ 2005
- Technical assistance was provided for the presentation of the National Cameliads Policy, in coordination with the Vice Ministry of Rural Development, AMDEOR and the municipalities of Turco and Curahuara de Carangas.
- Technical assistance was provided to the Valle Alto Mancommunity to promote the functioning of the Economic Development Council at Valle Alto–CODELVA.

Challenges/Issues of concern that affect implementation and remedial actions taken

- Special attention should be paid to the Chiquitanía; Amazonía and Chapare regions in order to strengthen the development of their Tourism Plans.
- Lessons learned at the Fairs in Reverse will be systematized for replication and implementation during 2006.

Other DDCP 3 activities

- Coordination with other USAID projects and International Cooperation Agencies: Conservation International, Swiss Contact, ASDI, BTBC, USAID/Economic Opportunities and Democratic Initiatives.
- Strategic alliances with public sector institutions: Ministry of Finance, Ministry of Economic Development, Vice ministry of Tourism and Vice Ministry of Micro and Small Enterprises, Ministry of Popular Participation, Ministry of Agricultural and Peasant Affairs.
- Strategic alliances with Departmental Prefectures: Santa Cruz, Cochabamba, La Paz, Oruro.

Projected Activities for the following quarter

- Implementation of the Logical Framework – Action Plan for the “El Alto Economic Development Strategy.”
- Implement the CIPAE consultancy for El Alto.
- Implement the consultancy for the development of the “Cochabamba Economic Development Strategy.”
- Implementation of workshops on “LED tools” at the 5 micro regions, for further development of ARCOS and strengthening of public/private collaboration spaces.
- The tourism program must be implemented at the Chiquitanía, Amazonía, and Chapare regions.
- The Cameliads program should be incorporated in the LED activities at the municipalities of Turco and Curvature de Carangas.

Recommendations / Responsibilities

- Implement a strategy for submission and fund raising for the EDEM – El Alto Municipality Economic Development Strategy.

F. AREA: GENDER

Result 1: Increased women political participation.

The establishment of coordination processes with institutions working on gender issues contributes not only to socialization of gender actions within the Project, but also to the efficient use of resources and energies. In this context, the DDPC3 activities in coordination with the VMM, ACOBOL, women Political Forum, the SUNY/USAID project, IFFI-UNIFEM, Women's Coordination NGO, AMUPEI and others, have made possible the incorporation in the congress agenda of the draft law against political harassment and violence, the incorporation of mechanisms and instruments establishing compulsory municipal investment on gender equity within the POA. Funds have also been leveraged from other institutions and programs.

- The DDPC3 has sponsored the implementation of the International Seminar on Women's Political Rights within the framework of the campaign for women's political rights, and the approval of the draft law against Political Harassment and Violence. Expectations have been greatly surpassed; more than 500 participated in the Seminar, there is a commitment signed by presidential candidates to promulgate the Law; great media impact has been obtained with news and interviews distribution. The campaign continues with the distribution of the draft law at the departmental and micro regional levels.

- At the International Seminar a Steering Committee for Women's Political Rights has been constituted with participation of 8 public and private institutions. This Committee represents the follow up structure to the Seminar results and was sponsored by the DDPC3. The Committee will continue to be strengthened.

Assistance was given to ACOBOL for implementation of training workshops on organizational management and institutional strengthening. With participation of more than 300 men and women, workshops have been carried out in coordination with indigenous and peasant organizations at the municipalities of Chiquitanía and Valle Alto. There is an agreement with the Women's Coordination Agency (Coordinadora de la Mujer) for the implementation of other workshops and training for trainers.

- With the participation of more than 30 women members of municipal councils, and of departmental boards of ACOBOL, a workshop was implemented on institutional strengthening, in coordination with the Institutional Strengthening Area.

- Technical assistance to women council members on legislation related to their functions and attributions within the Constituent Assembly framework, has been initiated.

Result 2: Increased women participation in municipal decision making.

At the municipalities with DDCP3 direct intervention, it is evident that there is a process of appropriation of the MGMP by women's organizations and municipal governments, which allows that the same organizations implement women's Cumbres and the Municipal Governments and Vigilance Committees define specific measures to support women participation. This is an approach to the sustainability of the intervention model stated in the Gender Strategy.

During this quarter assistance was provided in the following way:

- Three (3) micro regional workshops on the neighborhood/community leadership module (3 days duration each). More than 50 women, indigenous and peasant leaders, at Chiquitanía and Amazonía were trained on leadership subjects. Technical assistance was provided to Vigilance Committees to develop agreements and/or resolutions to assign social control funds for the promotion of women participation in the CGMP.
- Women's participation at the OTBs has been increased through assistance and coordination with indigenous organizations.
- Seven meetings/women Cumbres at the same number of municipalities have been implemented with an average of 50 women participants per (will be carried out at all municipalities according to a Cumbres timetable).
- Sensitization to Vigilance Committees to promote women participation at CGMP events (meetings and other events).

In coordination with Governance, training workshops for Vigilance Committees of the 4 micro regions have been implemented, incorporating gender criteria within social control.

Result 3: Gender equity criteria have been incorporated in the development of POAs and municipal policies.

The socialization of the CGMP and the development and implementation of follow up strategies with women leaders and women organizations allows the disbursement of resources assigned to women projects and contributes to the strengthening of these organizations as a consequence of their proximity to municipal management. The major strength in the accomplishment of results rests in the work with women organizations already constituted, especially with

indigenous women organizations and on a permanent linkage of these with the municipal management processes.

- Organizations and women leaders at the municipality of Curahuara, in coordination with the gender commission of the Municipal Council, have obtained the disbursement of resources approved in the POA to finance training of community leaders that are women.
- At the Concepción municipality, women organizations and the gender commission have developed an artisan's fair with resources incorporated in the POA for the current fiscal year.
- Native authorities at Turco have committed themselves with women's demands and sponsor women participation at workshops of the Curahuara – CDIMA municipal leader's school.
- In coordination with ADECO-UDG-UNICEF, DDPC3 has developed and initiated implementation of a project for the "leveling off in municipal management" consisting of literacy and municipal management modules.
- A workshop on project formulation has been implemented with women at Eucaliptos at which a project was formulated for artisans training.
- Processing of legal status for women's organizations at Punata and San Benito completed and approved. Three additional legal status processes for artisan women organizations at Chiquitanía are ongoing.

Result 4: Women's access to and control of municipal services has been increased.

In general, attention to household violence has been strengthened; after departmental encounters, 5 SLIM have been created. There is preoccupation on the part of mayors to improve this service; a SLIM will be installed at Caranavi, 5 SLIMs will be strengthened at the Chapare and the Guarayos experience with formation of promoters and networks of household violence constitute models worth replicating at other municipalities.

- Women leaders participate at events and are part of the board of Municipal Basic Services Committees.
- In coordination with the Women's Vice ministry and the Prefectures' Gender Units, 2 departmental and 2 micro regional (at Yungas) encounters have been implemented with participation of at least 350 municipal authorities.
- In coordination with SERVIR and the PDAR, a strategy has been developed to address the high levels of violence in the Yungas region, especially at Caranavi.

- In the Chapare, agreements were signed with 5 municipalities for institutional strengthening through technical assistance and equipment.
- More than 40 legal promoters against household violence have been trained in the municipality of San Javier municipality; 50% of these are OTBs' leaders.
- The SLIMs in Ascensión, Concepción, and San Xavier implement their work plan and submit reports to authorities. In San Javier, a network against household violence is being formed.
- A pilot workshop to validate Attention Norms has been carried out in the Amazonía region.

Result 5: Women's economic participation has been strengthened.

The technical assistance provided to producers organizations in the Chiquitanía is remarkable, situation that allows the strengthening of these organizations in order to negotiate on better conditions their approach to LED promotion entities, improving the quality of their products and supporting the development of an entrepreneurial culture which provides the opportunity for income generation and to contribute to household economy.

The identification of the cameliad fiber chain in the Altiplano, as an intervention area for DDCP3, in as much as women as the fundamental participants on this chain, has enabled articulation with other institutions and organizations of women producers and artisans.

- At least 6 women organizations of the Chiquitanía municipalities have presented high quality products at the FEXPOCRUZ. Women producers have been assisted in the planning of stocks, inventories, costs and quality control for their sales at FEXPOCRUZ.
- Women artisans and organizations of women producers are part of the Municipal Tourism Council from Concepción and San Xavier (a public/private LED negotiation space has been created).
- Women producers participate in the cattle Expoferia in Eucaliptos with cattle and sheep and preparing typical dishes.
- More than 60 women participate in a workshop on leadership and tourism in Apolo (Yungas)

- With the participation of more than 90 women producers from Valle Alto, Altiplano and El Alto an exchange workshop has been implemented in Curahuara.
- A work group on LED and Gender has been coordinated with the El Alto municipality.
- Negotiations were undertaken to implement a Seminar on the alpaca fiber chain that groups women producers of wool, artisans, weavers from El Alto and the Altiplano, in order to articulate this activity to the national camelid strategy.

Challenges/Issues of concern that affect implementation and remedial actions taken

- Achieve integration in the provision of technical assistance to the different social actors, especially council members of both sexes and EMs, linking legal, planning and management issues.
- Achieve visibility of accomplishments and progress made within the framework of the Gender Strategy.

Recommendations / Responsibilities

- Develop specific actions to improve visibility of gender accomplishments and progress, through more effective communication mechanisms.
- Articulate and coordinate actions with other DDGP3 areas, especially on the issue of services, given that with LED there are ongoing joint actions with important results (especially Chiquitanía and Altiplano).
- More coordination with the Municipal Finances area to continue the articulation of our experience in the budget issue with the national finance policies.

G. AREA: INDIGENOUS ISSUES

Result 1: CIOs participate in municipal management and implement infrastructure and service projects oriented towards investment in support of rural development.

Training and incorporation of demands in the POA by the Native Indigenous/Peasant Organizations (ORCIOs) constitute a real milestone as long as these organizations participate in municipal decision making.

- ORCIOs know the CGMP instruments and see there an opportunity to incorporate their CIOs' demands; therefore there is demand for training events and utilization to negotiate projects to be incorporated in the POA.
- Awareness and commitment of municipal governments have been generated in order to redirect municipal investments according to their vocation

(economic development) and potential in a participatory manner (opportunity for incorporation of CIOs' projects).

- There are steps that are necessary to make the methodological aspects of PGTIs and PDMs compatible. These steps will enable the MACPIO and the MPP to define the corresponding policies.
- The SEDAG at the Oruro Prefecture, with support from the municipalities and cameliads producers and based on the National Cameliads Policy sponsored by the MACA, has initiated negotiations with international organizations controlling animal sanitation, to declare Oruro Department as "zone free of foot and mouth disease." This negotiation is making good progress.
- Actions to make the PGTI and PDM compatible through inter institutional coordination involving the MACPIO and the MPP, have been initiated. A concrete case is the Lomerio municipality that has made possible the convergence of the CICOL and the municipal government and to seek only one shared management instrument.

Result 2: The MGMP is appropriated by the CIOs, through their representatives in the Municipal Government, the Vigilance Committee, and their ORCIOS and by their Deputy Mayors.

- There is greater alignment between ORCIOS and Municipal Government through training and technical assistance on MGMP instruments, generating capabilities to incorporate CIOs demands oriented towards municipal investment to be on line with the vocation (economic development) and the CIOs and assuming social control actions over municipal management.
- This process of MGMP appropriation will generate governance capabilities and will lead to the development of a citizens culture to deepen democracy.
- CIOs and OTBs Vigilance Committees are capable of submitting reports on social control actions and incorporation of demands in the POA.
- Participation in CIOs' EDAs and Cumbres with capability of analyzing information and prioritizing demands.
- Information received on citizenship and social control on municipal public management issues.
- ORCIOS from the Altiplano and Chiquitanía regions participate in the process of negotiation and control of project implementation.

- Training processes for deputy mayors in 2 Indigenous Municipal Districts– DMIs, on MGMP subjects and roles and functions of the deputy mayors (subjects developed according to the DMIs manual for institutional strengthening) were initiated.
- Deputy Mayors of DMIs from 3 municipalities have had information on legal roles and attributions.

Result 3: TCOs are articulated to municipalities in the promotion of economic growth.

- Actions have been initiated to have municipal governments assume policies and actions in support of economic promotion according to their potentials and productive vocations (economic development efforts) in the micro regions of DDPC3 intervention.
- ORCIOs have been incorporated in the process of organization and implementation of economic promotion fairs; what is important in this learning process is the commitment assumed by the ORCIOs in this area of economic promotion.
- Negotiation capabilities and generation of synergies have been generated by municipal governments in the organization of economic promotion events.
- Functions Manuals have been developed for UFM, to guide their activities within the framework of the Forestry Regime.
- UFM's and ORCIOs' technicians currently have the capabilities to mitigate fires from indiscriminate burnings. This has positioned the UFM.
- Initial agreements with OFDA – USAID to assist in the formulation of a municipal plan to attend natural disasters.
- Guidelines for support and institutional cooperation to the wood chain (carpenters) by FES, ILDIS, DED, DDPC3

Challenges/Issues of concern that affect implementation and remedial actions taken

- The major challenge is that political conditions remain stable. Working with ORCIOs, has the danger of becoming involved in the political momentum which in most cases distorts planned activities with these actors.
- It is important to generate capabilities and awareness in municipal actors according to their competencies so that actions on transparency and social participation with responsibility become an important element of the MGMP.
- It is imperative to generate capabilities in the ORCIOs for transparent actions and increased internal democracy so that coordination with public entities is carried out with responsibility and proposals and does not constitute a blockade.

Recommendations / Responsibilities

Assist in the development of methodologies to initiate actions for making PGTI and PDM (TCOs and municipalities) more compatible, to enable agreement on a management instrument validated by the Municipal Government and the TCO that is part of the municipality.

Other activities of intervention for the Indigenous Issues Area of the DDPC 3

- Coordination meetings to generate synergies for implementation of the Cameliads and Cattle Fair.
- Coordination with the Santa Cruz Prefecture to edit 2 primers on forestry regime and training events.
- Coordination with the Pilot Cameliads Project to sponsor events for the formulation of business plans for the producer associations of this sector.
- Exchange of experiences with NGOs that are assisting in the formulation of the PGTIs and their approach to the MACPIO and MPP.
- Constitution of an inter-institutional work committee for the Cameliads chain with concerted work agendas involving the Oruro Prefecture.

H. AREA: ASSISTANCE TO THE NATIONAL GOVERNMENT INITIATIVES

Result 1: Support incidence on national public policies and initiatives of the national government.

MINISTRY OF POPULAR PARTICIPATION (MPP)

Actions are being coordinated with the MPP to generate capabilities among the municipalities on the implementation of the SIIM. Actions are being coordinated with the MPP to continue supporting the implementation of the SINCOM in municipalities. An inter-institutional coordination body has been constituted to finish the articulation of the SINCOM system with the SIIM; a process making good progress so far.

APPLICATION OF THE PAI

- Efforts have been made to develop compatibilities with the PAI and instruments generated by the DDCP3. These have been coordinated with the MPP; there is a joint work agenda for both institutions.

ARTICULATION PDDEs AND POAs

Consultancy on the articulation of long term planning processes (PDDES) and short term (POA's) with the departmental budget in the context of Autonomic Decentralization. An analysis on prefecture attributions is being undertaken.

THE MGMP

Actions are being implemented with the MPP to have the MGMP taken on by all municipal governments in the country. In this sense, alliances with private institutions, municipal associations, FAM, mancomunidades and Prefectures are being sought. Agreements have been negotiated with municipal associations and mancomunidades to replicate the MGMP and there are terms of reference for the utilization of the MGMP with Prefectures to guide the process of making the public management model compatible.

YOUTH WITH POPULAR PARTICIPATION

- Assistance was provided to the training program of Youth with Popular Participation (JCPs), involving DDCP3 facilitators. Materials have been prepared for motivation and distribution events within the JCPs program.
- Evaluation of the JCPs program and formulation of sustainability proposals for the JCPs.

MINISTRY OF FINANCE

- Departmental events for the distribution of the “Buy Bolivian” policy have been developed, with the purpose of generating conditions and capabilities in municipal governments to implement this policy. Within the signed agreement, support has been given to the digital edition of the Supreme Decree D.S. of the Buy Bolivian policy.
- Assistance has been given to the formulation of directives for budget development.
- Actions are being coordinated to implement a training process at the national level on the POA and Budget 2006 instruments.

CENCAP

- Authorities and municipal technicians have been trained in the modules (SAFCO systems) that were jointly developed by the CENCAP and the DDPC3.
- Actions are being negotiated to qualify teachers and training of trainers.
- There are cooperation agreements between the DDPC3 and: the National General Controller - CENCAP and the Ministry of Finance, to implement training events with CENCAP accreditation. This is a process still ongoing.
- In coordination with the National General Controller - CENCAP and the MPP, training events on the SINCOM and the SAFCO Law have been implemented.

MACA

- DDCP3 and MACA have defined a coordination agenda to implement a National Cameliads Policy; as a result there will be accountability agreements among municipal governments, cameliad producers associations, the Oruro Prefecture and mancommunity of municipalities.
- There is a National Cameliads Policy validated and with approval committed for November of 2005, which will guide the corresponding investments.
- A campaign is being coordinated with the SENASAG against foot and mouth disease in the region of Valle Alto, which involves the Mancommunity of Valle Alto, DDCP3

municipalities and producers associations. This process is being implemented to generate competitive conditions in the Valle Alto producers.

- The Competitiveness Committee for the Oruro Cameliad Chain has been constituted and, in coordination with the SEDAG, negotiations are being undertaken with international organizations to declare the department of Oruro Free of Foot and Mouth Disease, which will open external market opportunities.

VICE MINISTRY OF POPULAR PARTICIPATION (MPP) AND WOMEN VICE MINISTRY (VMM)

- Coordination has been established with the VMM for involvement in various activities: Women to Local Power Project, Journey for women's political participation, revision of the draft law against political harassment and violence, positive measures on the Law for Citizens Associations and an international event.

CONSTITUENT ASSEMBLY

- Monitoring and follow up have been provided for FAM consultancies financed by the DDCP3. The products of these consultancies will serve as inputs for the National Government (internalization of these inputs) and for the Civil Society Organizations (ORCIOs) to develop proposals for the Constituent Assembly.

INSTITUTIONAL MAPPING :

PUBLIC INSTITUTIONS	COORDINATION ACTIVITIES
Ministry of Popular Participation	National Seminar on Decentralization
	Develop methodology to make PGTIs and PDM compatible
	Training events for municipal governments and JCPs
DUF	Negotiation of integrated projects for Chiquitanía and Amazonía
Ministry of Finance	Outreach of the Buy Bolivian and fairs in reverse
National General Controller	Accreditation events on municipal themes with CENCAP
MACA	Implementation of the Cameliads National Policy
SENASAG	Vaccination campaign against foot and mouth disease in Valle Alto
Vice ministry of Public Investment and External Financing	Events on project formulation and negotiation.
Ministry of Sustainable Development	Institutional coordination to optimize the management of municipal forestry resources
INRA	Articulation of TCOs with municipalities.
MACPIO	Events on the Constituent Assembly for ORCIOs
	Develop a compatibilization methodology for PGTIs and/ PDM

PUBLIC INSTITUTIONS	COORDINATION ACTIVITIES
Congress Joint Commission	Distribution of the LECAC
National Electoral Court	Edition of the LECAC proposal
Unit for the Coordination of the Constituent Assembly (UCAC)	Coordinated events for the distribution of the Constituent Assembly
FAM	Financing of consultancies and support to the representation agenda.

Challenges/issues of concern that affect implementation and remedial actions taken

- The major challenge in national policy is the implementation of strategies to increase revenue collection among DDCP3 municipalities, due to the great resistance that this issue generates on civil society.
- Increase the levels of budget execution in municipalities. To do this, coordinated actions among the Areas of Services and Projects, LED and Municipal Finances are required.

I. AREA: STRENGTHENING OF MUNICIPAL ASSOCIATIONS AND MANCOMUNIDADES

Result 1: FAM Representation Agenda

The incidence of work implemented in two levels : i) impact on public policies, to which the representation agenda is focused; and ii) work done for institutional strengthening of departmental associations and mancomunidades.

- Assistance is being provided to FAM with the development of the terms of Reference for the recruitment of a consultancy to formulate de incidence strategy of the FAM Representation Agenda.
- Monitoring and follow up of the FAM Representation Agenda consultancies have been completed. The five of the final reports have been submitted to representatives of the MPP, UCAC, USAID and FAM.
- Workshops on decentralization “Learning about Autonomies” were conducted with 8 Departments. The Area has coordinated this work with FAM and UCAC and has organized events with each Departmental Association. One of the conclusions of these events was that it is imperative to safeguard municipal autonomy and that a proposal to deepen it must be developed. Therefore, a second part of the autonomies process is being proposed which will intend to outline proposals to respond to the challenge of structural changes that the country is undergoing.

Result 2: Municipal Strengthening Program

- The Index for the Associated Municipal Government (IGMA) methodology has been developed with its application instrument; these have been validated by Associations in Cochabamba, Pando and Tarija. The IGMA's objective is to establish a base line on the development of institutional conditions among municipalities in each department. This index will be the base to structure the institutional strengthening program by Department that will be administered by departmental associations in coordination with the municipal strengthening area at each Departmental Prefecture.
- A training program has been initiated on association management for the boards of departmental associations and mancomunidades in each Department.
- In the mancomunidades strengthening component, agreements with Chiquitanía, Valle Alto, Aymaras Sin Fronteras and MANRIBE have been developed. The approach proposed by DDCP3 has been explained to each one of the Boards and Managers so that they understand the DDCP3 assistance objectives which are centered in the development of low cost pre-investment projects for member municipalities, sale of services and generation of sustainability at each mancomunidad; all this accompanied by an institutional strengthening process and permanent monitoring to each mancommunity to assist in the accomplishment of all objectives.

Challenges/issues of concern that affect implementation and remedial actions taken

To speed up the implementation of the work plan, it is necessary that decisions be taken opportunely by all participant actors (FAM, MPP, UCAC and USAID).

Projected Activities for the following quarter

REPRESENTATION AGENDA

- Socialization of consultancies to the municipal association system
- INCIDENCE STRATEGY DEVELOPED AND UNDER IMPLEMENTATION
- Publish consultancy reports, technical and popular versions
- Initiation of the second part of the autonomies program
- COMPLETE THE EDCS PROGRAM AT 3 CIRCUMSCRIPTIONS
- Follow up to the implementation of the work plan with mancomunidades.

MUNICIPAL STRENGTHENING PROGRAM

COMPLETION OF THE IGMA APPLICATION IN 9 DEPARTMENTS

- IGMA data base installed at each Association
- Completion of the training program on association management to boards of departmental associations and mancomunidades.

- Training of the associations' technical teams on association management.

J. AREA: TRAINING AND COMMUNICATION

The Training and Communication Area has paid special attention to a series of subjects referred to the production of educational materials, aside of redefining a strategy for the distribution of information on accomplishments, progress and results.

- The study plan was completed. This instrument serves to organize training processes in the sense that it arranges subject areas to be taught, as well as being an organizer that permits to appreciate the structure selected for the training curricula and the scope of contents programmed.
- The training of trainers course for 180 trainers is in its final design. The purpose is to install better management capabilities in municipalities and improve the training practices of the different technical DDCP3 teams, of mancomunidades, associations, trainers of the CENCAP and other institutions working with or related to the DDCP3.
- Progress has been made in the implementation of the Municipal Citizens Information and Communication Units (UCIMs). This initiative promotes forum and scenarios for transparent municipal information. During this quarter, progress has been made in the implementation of the UCIMS in 4 municipalities of direct coverage (Concepción, Ascensión de Guarayos, Rurrenabaque and Cliza). It is expected that these 4 units will be inaugurated during October. The Villa Tunari UCIM will be inaugurated in November.
- Seminars for Communicators were carried out in the different regions of DDCP3 intervention, to the articulate concepts of municipal development and dynamics to generate scenarios that facilitate the access of citizens to municipal information, management transparency and social participation.
- Assistance was provided for the design of radio campaigns on the CGMP. A set of radio spots has been developed on the CGMP (based on Cumbres and EDAs); distribution campaigns have been implemented on these events, in order to increase the citizens participation levels in the participatory planning process.

Challenges/issues of concern that affect implementation and remedial actions taken

- Achieve adequate scenarios for information dissemination, generating and consolidating instruments for the adequate communication of results, information spaces at the micro regions.
- On the other hand, there must be a permanent follow up, aside from the provision of technical assistance and support, to the UCIMs .

Recommendations/Responsibilities

- Since the DDCP3 project has entered a key phase, the training process should facilitate the qualification of human resources of partner actors through technical assistance and training interventions.
- In the communications side, there should be a strict monitoring of institutional image and social communication activities to be applied by all the technical areas of the Project.

K. FOLLOW UP AND EVALUATION

- Assistance was provided in the revision of planning, monitoring and evaluation of the project. A specific operational structure has been designed for each one of the municipalities based on MDI indicators and with specific goals related to the vocation (economic development) of each municipality and the possible impact of the project during a one year period.
- To monitor the new structure of Planning for Results and achievement of the goals, the design of a data base was completed and is now in the validation phase. This data base allows the online access of project technicians that are in other sites of the country, facilitates the integration of subject areas and work plans concerted with municipal actors based on the MDI results.
- Assistance is being provided for the design of a new results framework, PMP, that reflects the real progress of the Project based on goals and results.
- In order to facilitate the management of monitoring actions by the coordinators of subject areas at the different regions of DDCP3 intervention, a system “Agenda” was designed which is also accessed by the Internet. This tool is being utilized and its access is in the Project web page: www.ddcp3.org.bo

Challenges/issues of concern that affect implementation and remedial actions taken

- Validate and integrate the different components of the data base.
- Revise the Results Framework indicators and adjust those of the MDI.

Recommendations / Responsibilities

- Actions coordinated among all the actors of the Project.

Annex 1 : TIME TABLE DDPC 3

(Activities time table showing Planned and Executed actions; these documents must be duly supported and DOCUMENTED.)

Annex 2: Financial Information

Financial management

Annex 3: Support Products and other documents

Information can be added on studies implemented, data bases, training modules or any other product accomplished during the quarter.

**BOLIVIA
DEMOCRATIC DEVELOPMENT
AND CITIZEN PARTICIPATION
DDCP3
Integral Development**

**QUARTERLY REPORT VIII
Period of Performance:
July 1 to September 30, 2005**

Prepared for:

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**International City/County Management Association
and
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International City/County Management Association
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Democratic Development and Citizen Participation (DDCP)
Phase 3

Period of Performance:
July 1 to September 30, 2005

Quarterly Report VIII

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Annex 1: Time Table DDPC 3

Annex 2: Financial Information

Annex 3: Other documents

I. Introduction

The activities programmed for this quarter have been affected by preparations for general elections to be held on December 4, 2005. Much of municipal authorities' time has been spent on electoral matters, with the subsequent frequent changes in activities planned by DDPC3.

This quarter has shown significant progress for the Chapare component. Our project has significantly increased its role in the municipalities, as activities related to technical assistance provided to municipal actors have increased. Agreements have been signed with all five municipalities. The model (Modelo de Gestión Municipal Participativa - MGMP = Municipal Management-Citizen Participation Model) is being used by the municipalities in Chapare in the process for preparing Annual Operating Plans (POAS)

The focus for the Yungas municipalities, both for Yungas La Paz and the Norte Paceño Tropical, has been to develop activities aimed at increasing citizen participation and strengthening efforts related to technical assistance. One of the most important achievements has been the application of the Municipal Development Scale (Índice de Desarrollo Municipal – IDM). Both mancomunidades will use the scale as an aid to develop their Work Plans and Strategic Plan.

SUPPORT TO THE TROPICAL REGION IN COCHABAMBA (CHAPARE)

Governance

- Result: Consolidate municipal participatory democracy, improve inter-institutional relationships and with the actors identified by Popular Participation improve the channels for communication and dissemination.
- The municipal governments of Chimoré, Puerto Villarroel and Entre Ríos have acknowledged the importance of applying the CGMP and have started to implement it in the development of the annual programming. Also, the municipalities of Tunari and Entre Ríos, responding to suggestions from their Federations, have decided to use the MGMP in a partial manner with mixed models. The Entre Ríos Municipality is using part of the social demand obtained in the diagnosis of the MDP and those demands will be prioritized with the methodology used in the Summit 2 for the CGMP. The canton agency of Shinahota follows the same lineaments of the Tiraque Municipality.
 - The implementation of the model is a progress by itself, if we take into account the lack of participation mechanisms in the Chapare. The Summit 1 in the municipality of Chimoré is a significant progress because the rules of the game were complied with and the reports submitted by civil society were taken into consideration.
 - The demands have incorporated the inclusion of indigenous groups. The Summit 1 in the municipality of Chimore had the participation of indigenous

leaders from the councils of YUQUI, CONISUR, TIPNIS and CONIYURA. These groups have confirmed their interest to participate in the municipal participatory planning and have started their involvement in administration and municipal planning and they have asked DDPC3 to offer them training about the CGMP for each one of the indigenous councils.

- During this quarter, a growing demand has been observed from civil society groups in all the events sponsored by DDPC3, and the program tools have been strengthened. This is a window of opportunity to support the new definition of the current governance political model used up to now in the CT. The DDPC3 approach seeks to create spaces for these sectors through the development of participatory planning with the CGMP to municipalize the democratic dynamics in the CT, and go beyond the vertical control that the federations exercise in the area.
- An agreement was signed with the Federación de Colonizadores de Carrasco (located in Ivirgarzama, belonging to the Puerto Villarroel Municipality), to foster issues related to transparency, social control, governance and the Model for Municipal Participatory Administration (Modelo de Gestión Participativa Municipal - MGPM). The participation for the first two-day workshop, reached 140 union leaders, Central and Sub-Central as well as the Federation itself. A second event had the presence of 180 participants. Starting with the initiative from other federations conversations started to take place to replicate the agreements with the other Federations from the Chapare, including: Mamoré (Entre Ríos), Chimoré, Shinahota and Villa Tunari.
- The work agreement between the Project and 5 municipalities of the CT has been confirmed and it will be effective once a consensus is reached about specific plans for each municipality and their corresponding work plans. An Addendum was prepared for the Agreements for each case to be signed during the first week of October. The files for the 5 municipalities including agreements and actions for each one of the subject areas that receive support from DDPC3, and work plans have been agreed upon for each one of the municipalities using the results obtained in the MDI that will be in force starting with the signature of the addendum until September next year

Challenges/ concerns related to implementation and actions taken to solve them.

- One of the greatest challenges that confront the technicians in the micro-region is to overcome the political barriers from peasant federations towards the Alternative Development Program.
- The institutional situation defined by the development of MDP demands a great flexibility to adapt CGMP tools to the requirements of municipal governments, the availability of civil society and the willingness of Peasant Federations.
- The presence of many offers from the international cooperation with an impact in infrastructure investments is still a challenge to keep the DDPC 3 offer attractive. It has

been suggested that these projects should be coordinated and articulated with the municipal institutionalization and observing the processes promoted by DDPC3 in the municipalities.

- It has been observed the existence of disputes that divides the leadership and holds back the initiatives to improve the livelihoods of indigenous sectors in the region. This situation should be taken into account when planning support activities and when promoting actions to establish close relationships, always putting forward the common interests among different stakeholders.

Recommendations / Responsible Parties

- Highlight the political benefits of the DDPC3 presence for the empowerment of peasant population in municipal governments.
- Establish links and awareness processes with peasant federations to reduce the animosity from civil society. These links could be useful to foster social demand related to more participatory planning processes.
- It is necessary to improve the coordination among cooperation projects on the subject of alternative development to promote the articulation of investment actions within the municipal institutional framework supported by DDPC3.

Comments on successful cases, stories, anecdotes, subjects of interests, other issues

The first summit that has received our support in the Chapare micro-region took place in the Chimoré Municipality. In this occasion and for the first time we had a direct indigenous representation of this nature. The leaders of each Indigenous Council had the opportunity to learn about the destiny of municipal resources and they will incorporate their demands in the annual programming for the municipality.

Another element with a positive result is the impact reached through training workshops carried out with the Carrasco Federation. A result of this has been the beginning of a social demand that shows an open attitude towards planning procedures to implement the model and the CGMP.

Municipal Administration and Finance

Result: Strengthen capabilities related to financing, accounting, budget and cash flow.

- The necessary financial regulations have been transferred to the new municipality of Entre Ríos, to put into practice Law 1178 SAFCO, in the following subject: Budgets, Operations Programming, Administration of Goods and Services, Integrated Accounting, Treasury, Public Credit, Administrative Organization. These regulations have been approved by the Ministry of Finances
- The Puerto Villareal Municipality, has requested the development of the following regulations Law 1178 SAFCO: Integrated Accounting, Operations Programming, Public Credit, Administration of Goods and Services, Treasury, Administrative Organization, Budget. The development of the mentioned regulations has been started.

- Technical assistance in the development of monthly budget execution for the months of August, as well as the revision and correction of observations for the municipalities of Entre Ríos and Chimoré. The information is available on line for the municipalities, however some flows have been observed related to appropriate allocation of expenses as well as on the line of resources. In order to rectify this, contacts have already been made with responsible parties from the municipalities and corrective measures are being taken.

Challenges / concerns related to implementation and actions taken to solve them

- The authorities and municipal technicians have mentioned the difficulties to participate in the Project's planning and training activities due to the ample offer of activities coming from various cooperation projects in the region. It is important to be aware of this situation and consider the possibility to develop articulation and coordination mechanisms among projects, especially those funded by USAID.

Recommendations / Responsible Parties

- It is important to increase the presence of Project technicians to position the strengthening activities and avoid deficiencies generated by the heavy load of other cooperation projects.

Other intervention activities of the DDPC 3 Project

- Support the monitoring of the course "AOP within the framework of Municipal Participatory Planning CENCAP (Municipal Technicians).
- Technical assistance has been offered to overcome the observations made by the Municipal Council to the reformulated AOP of the Entre Ríos municipality.

Services

- Result: Strengthen the capabilities for the offering of Basic services and others that include: garbage collection, sports infrastructure, markets, slaughter houses, bus depots and others
- The draft for Specific Regulations of the National System of Public Investment has been developed. The final version will be sent to the Ministry of Finances to be reviewed and later approved through a Resolution that comes from the corresponding Municipal Councils.
 - DDPC3 has promoted and funded the "SEMINAR AND WORKSHOP MUNICIPAL STRATEGY FOR BASIC SERVICES - VILLA TUNARI Phase I of the ASSESSMENT.

Challenges/ Concerns Related To Implementation And Actions Taken To Solve Them

- Election period will reduce the impact. The DDPC3 image needs to be taken care of and avoid undermining it. This can be achieved concentrating only in the technical work.

Local Economic Development - LED

Result 1: Increase of LED investments in the Municipality and Increase of Public Investment to Support Production and Economic Promotion for LED

Overall, processes have been started to create a public agenda about the project's LED strategy among CT stakeholders and the promotion of institutional synergies for their application

- Organization and putting into practice the Business Roundtable at the Feria Expo Frut Shinahota 2005. The offer from producer's organizations has established a good articulation and links with the demand coming from business and institutions interested in strengthening the Local Economic Development of Municipalities located in the Chapare. More than 55 business plans are in place and contracts have been signed for approximately \$us 350.000. The results of this Business Roundtable has been disseminated and socialized by the Chapare local media.
- The issue of community Tourism has been promoted through direct actions. Assistance is being offered specifically to Villa Tunari municipality on this subject.
- A workshop for municipal LED tools has been carried out where other issues have been discussed to offer support to Villa Tunari about tourism.
- Organization of the LED Workshop and presentation of the activity plan. This workshop was oriented to municipal technicians from the 5 municipalities. The concept approach of the DDPC 3 Project has been socialized within the LED framework. The participants discussed and shared their problems within the LED framework and the actions to be taken by the municipality.
- Organization of the LED workshop and Community Tourism with the Carrasco Federation, grassroots organizations from Unions, Centrals and Carrasco Federation that are aware of and, analyze the municipal problems in regards to LED.

Challenges / concerns related to implementation and actions taken to solve them

- The long distances that need to be covered between Mayor's offices limit time availability to program effective LED activities. There is a clear need to hire more technicians to have more presence at the municipalities.
- Political situation

Gender

Result: Increased access and control over municipal services

- Overall, the importance given to family violence has been strengthened after the departmental meetings that took place following the agreements made with the Vice-Ministry of Women. Lobbying efforts have taken place with Mayors and councilman/councilwomen to sign agreements to donate equipment and to strengthen the legal technical assistance in the SLIM at the 5 municipalities in the micro-region.
- The consultancy for the design of a gender strategy in the CT ended and was validated with stakeholders. The implementation of the strategy is expected for the next quarter. The results of the strategy are targeted to:
 - Strengthen the equity approach in the public sector
 - Strengthen the political participation of women in the decision making arena
 - Strengthen leadership abilities of councilwomen and women Mayors in municipal administration and promotion of local policies for gender equity.
 - Promote in the Municipal Government instances linked to LED, the inclusion of criteria related to gender equity when designing policies and mechanisms of economic promotion.
- Participation in meetings of the Gender Interagency Committee. A gender strategy was presented and there is a lot of expectation for the coordination of actions.
- Contacts have been made with women's organization leaders to carry out workshops for training and the Women's Summit.
- Work actions have been coordinated with the Gender Unit of the Cochabamba Prefecture. A workshop was carried out in Cochabamba with the participation of 5 representatives from the municipalities.

Programmed activities for the next quarter

- The activities programmed as part of the CGMP, including Summits 2 and 3 in which municipal stakeholders and the civil society prioritize demands for the AOP 2006. It is very important to increase demands related to gender and indigenous issues.
- Develop a Technical Assistance Plan to be applied at the SLIMs starting on January 2006.

Indigenous Issues

- A shared responsibility agreement has been signed – entitled ARCO – among municipal authorities and indigenous leaders from 9 indigenous councils belonging to CONISUR-TIPNIS, CONIYURA, CIRI-YUQUI; these are the articulating mechanisms of the indigenous populations under one entity known as CPITCO. The signed ARCO establishes training subjects within the MGMP framework and support to LED tools, inter-institutional relationships and creates the space to Project future coordination actions oriented to improve participation and LED.
- A workshop took place with the purpose of strengthening Indigenous Councils about the MGMP. This workshop has increase the expectative for future workshops and meeting at the Indigenous Council level as in the case of CPITCO. The presence and intervention of indigenous population at the CHIMORE Summit 1 will encourage municipal authorities to improve their willingness to coordinate with these organizations and improve the budget offer for the AOP 2006.

Communication

- Progress has been made in the consultancy for the design of a communication strategy for the Chapare with a focus on institutional values that will strengthen the DDPC3.
- Following the idea to create the appropriate scenarios for transparency in municipal information, a Unit for Municipal and Citizen Information and Communication (UCIM) will be implemented in the Villa Tunari Municipality. The launching is expected for mid November this year.

MANCOMUNIDAD OF MUNICIPALITIES OF LOS YUNGAS- LA PAZ (MMYLP)

Result 1: A greater participation, effective and measurable is achieved from civil society in regards to municipal administration applying the MGMP

Activities	Programmed Results	Achieved Results
1.1. EDAs 2 Carried Out	Three municipalities have received progress reports, completing in this manner the municipalities that were missing.	3 Municipalities (Cajuata, Coroico y La Asunta) have carried out the EDA 2
1.2. Summits 1 Carried Out	5 Municipalities of the MMYLP have carried out the Summit 1 as indicated by the updated CGMP.	A workshop carried out with municipalities' representatives to organize Summit 1 events, programmed for October and November 2005.

Impact Analysis:

Carrying out Public Accountability Sessions (EDAs) consolidates its advantages for the new municipal authorities.

The planning of Summits has as it aim to consolidate the vision of the authorities about the importance of carrying out the CGMP.

Result 2: A better environment of social coexistence has been achieved among social and institutional actors that inform and train civil society about the advantages of MGMP-By territory and its relationship with regional development.

Activities	Programmed Results	Achieved Results
2.1. Carry out a communication campaign based on a dissemination methodology	Information Campaign carried out.	The production of a radio spot for its dissemination before Summit 1 on October.
2.2. Dissemination seminars carried out related to: Constituent Assembly, National Comprehensive Development Plan and Strategic Plan for MMYLP, and their relationship with mechanisms of micro-regional development.	Design and information methodology that include the subjects to be discuss by Municipal Districts including Alternative Development proposals	Nine events took place in 8 municipalities with the participation of 806 individuals that received information about Constituent Assembly, National Comprehensive Development Plan and the Strategic Plan for MMYLP and their strategic linkage.

Impact Analysis:

When initiating the discussion of in-depth issues including regional development issues that are related to the Constituent Assembly, the people from Los Yungas will have the opportunity – through these events – to discuss social, economic problems and other., and not only listen to speeches and lectures as they were used to before.

For the first time the Comprehensive Development proposal is being explained.

The opportunity is used to discuss subjects related to Constituent Assembly, MMYLP Strategic Plan and Comprehensive Development that have an effect over regional development.

Result 3. Women have increased their presence trough public and private positions, that way also increasing their participation in municipal life taking advantage of the MGMP zoning

Activities	Programmed Results	Achieved Results
3.1. Implement a strategy with issues that promote greater participation of women with the support of promoters.	Strategy defined and executed	Promoters have been hired for the 8 municipalities of the MMYLP
		Two training and information workshops have been carried out for promoters
		Six coordination and encouragement meetings have taken place with women in three municipalities (Cajuata 2 meetings, La Asunta 2 meetings, Irupana 2 meetings)
		A demand has been raised from six specific women's Projects to be included in the AOP 2006 in three municipalities (Cajuata, La Asunta and Irupana).
3.2. Development of a communication campaign and encourage the participation of women in the CGMP.	A dissemination campaign executed to encourage women to participate in municipal matters.	Continuity has been given to the communication campaign, with the broadcasting of a radio spot oriented to call on women for coordination and motivation meetings.

Impact Analysis:

More effort is put in promoting jointly tasks to achieve greater and better participation of women, through promoters and a communication campaign.

At the same time innovative manners are explored to change the problem of the absence of women in public events. This is related to the vertical dominant express in the local ambience in the Andean society, where women are in charge of menial tasks and those tasks related to represent the community are the dominance of men.

Result 4. Progress in the subject of local boundaries in the region, and provincial and municipal authorities are facing the problem.

Activities	Programmed Results	Achieved Results
4.1. To develop a dissemination program of the UPAS Law and its regulations.	Municipal Governments have signed an agreement to make feasible the solution of problems with municipal boundaries.	A consultant supporting preliminary tasks in order to develop this result.
		Two meetings have taken place with authorities from the Technical Unit for Boundaries under the Ministry of Sustainable Development, with the proposal for signing a cooperation agreement.

Impact Analysis:

The consultant Boris Arias, in charge of the situational analysis for boundaries, submitted the first report and is starting the actions to put into practice the first objectives of this expected result.

Result 5: The process for municipal district set up has been concluded for all the municipalities in the mancomunidad

Activities	Programmed Results	Achieved Results
5.1. Planning, promoting and put into practice the process of adjustment of the municipal district division of Palos Blancos.	Adjustments made for the District division of Palos Blancos	Updated data base for the roads, educational centers and health post in the Municipality. This information has been entered in a municipal map.
5.2. Support and conclude the district division processes in Coripata and La Asunta.	Municipal Ordinances issued about the municipal district division	Updated database for communities, roads, educational centers and health post that are part of the Municipalities

Activities	Programmed Results	Achieved Results
		A workshop about District Division has taken place in the region of Puerto Rico in La Asunta, and support to the process has been achieved.

Impact Analysis:

In the Municipalities of Coripata, La Asunta and Palos Blancos, the change of municipal and social (oversight committees) authorities is creating a greater demand for explaining the District Division process, due to the lack knowledge about this issue, however, this process is generating a delay of specific results.

For the other five Municipalities (Coroico, Yanacachi, Chulumani, Cajuata and Irupana) have Municipal Ordinances for District Division and they are working on subjects related to the consolidation of the process.

Result 6. Strengthening civil society in its role of control and participation, and the restitution of oversight committees

Activities	Programmed Results	Achieved Results
6.1. Strengthening and Restitution of Oversight Committees.	Support has been given so the OC from 3 municipalities of the MMYLP modified their structure and membership according to the new reality of their territory.	In the three meeting carried out by the Oversight Committee of the Mancomunidad, training is offered to of 7* OC about Municipal District Division and municipal administration.

(*) The Oversight Committee of Coripata has not been established due to internal problems.

Impact Analysis:

This subject is related to the development of the process for the consolidation of the Municipal District Division.

Result 7: Adjust the Health and Education Services to the territorial organization and avoid dispersion of infrastructure investments.

Activities	Programmed Results	Achieved Results
7.1. Make compatible the territory organization from the municipalities with the authorities in charge of Health and Education.	Support has been offered to the petitions made before authorities from different sector to make compatible the organization of services with the reality in the territory.	Updated information is available from health services working in the 5 municipalities of the M.M.Y.L.P.

Impact Analysis:

There are problems in the area concerning the interaction between health services and education services. This issue is link to problems related to the agenda of municipal representation.

Result 8: Work in the problems of land tenure to encourage appropriate measure according to the characteristics and needs of the area of Yungas in the department of La Paz.

Comments: To comply with this objective, the hiring of a consultant specialized in the subject is foreseen. The publication has been made and results will be available next month.

Result 9: The roles of the M.M.Y.L.P are being consolidated for the union, direction and operational areas.

Activities	Programmed Results	Achieved Results
9.1. Adjust the statues making possible the inclusion of mechanisms of automatic municipal contribution; and including the figure of substitute for directors appointed by the corresponding Mayors.	The MMYLP statues have been modified and the Prefecture has approved them; including the presence of the Board and the automatic contribution of economic resources from the MMYLP municipalities.	Proposals to modify the statues and internal regulations have been submitted to the MMYLP Board. This will be analyzed in a General Assembly of the M.M.Y.L.P. on November 2005
9.2. Implement organizational and functions manuals as well as specific regulations for the SAFCO Law and others that will allow the compliance with legal obligations in force.	Functions manuals have been Developer and put into practice. The organizational structure is appropriate.	The Board is analyzing the proposal for RE-SABS of the MMYLP before approving it
		A proposal from RE-SOA is available to be considered by the MMYLP Board.

Impact Analysis:

These activities will be launched as soon as an agreement is signed between the mancomunidad and the representatives of each municipality to determine the technical assistant areas prioritized by the community.

Result 10: To turn the MMYLP into a capable institution able to participate in Project funding improving the strategic planning.

Comments: The hiring of a consultant is under way to design a Business Plan for the MMYLP, who will be responsible to comply with this objective.

Result 11. Public accountability sessions are taking place with the participation of all regional actors.

Activities	Programmed Results	Achieved Results
11.1 Encourage social control in the mancomunidad, its setting up, regulations and functioning.	The Mancomunidad Oversight Committee has been established, with the participation of the Presidents of the Municipal Oversight Committees.	The Mancomunidad Oversight Committee Board has been formally established, and they had 3 periodical meetings.
		The OC has Statutes and Internal Regulations approved by its Board

Impact Analysis:

This is a unique result of the Bolivian Municipal component. It is an achievement that due to its importance should be replicated in other places in the world.

Result 12. Member municipalities have established a baseline of their administration and measure it periodically to confirm its improvements.

Activities	Programmed Results	Achieved Results
12.1. Establish a data base that will generate information for the Municipal Development Indicators	The MDI has been applied at least in 6 MMYLP municipalities	The MDI has been applied in 8 of the MMYLP Municipalities.
12.2 Create and administrate a database with socio-economic development indicators for each MMYLP municipality	There is a database with socio-economic information for Municipal Districts.	The process of updating and dissemination of the MMYLP database has been initiated.

Impact Analysis:

This is the first time that the MDI is applied in the MMYLP municipalities, and we will seek to simplify and adapt for Los Yungas the application of this tool. In this way we will be able to measure appropriately the achievements of project interventions.

Result 13: Initiate the execution of projects that are part of the Strategic Plan for Regional Development.

Activities	Programmed Results	Achieved Results
13.1. Disseminate the Strategic Plan for Regional Development, among donors, cooperating institutions, social organizations and unions in each region	Many copies of the executive summary have been distributed as well as brochures of the SPRD, among the institutions that contribute to the development and to civil society in the area of	The institutions working in Los Yungas (Prefecture, FONADAL, European Union, FCDI, ARCO, JICA, and COSUDE) know the basis of the strategic orientation of the Strategic Plan for Regional Development.

Activities	Programmed Results	Achieved Results
	Yungas.	806 people in Los Yungas have received copies of the Strategic Plan and they have received explanations about the strategic orientation.

Impact Analysis:

The institutions working in Los Yungas are being influenced to take into account the strategic orientation of this document.

Taking advantage of the discussion spaces, the strategic scope of the SPRD is being disseminated among the Los Yungas population. This activity is necessary because of the continuous change of social representatives and municipal authorities (every year).

Result 14: Initiate the execution of projects that have an impact in prioritized productive chains.

Activities	Programmed Results	Achieved Results
14.1. Inclusion of SPRD Projects in the AOP of the Prefecture, with emphasis in road projects.	Carry out the diagnosis of key projects in the areas of agriculture and tourism for the MMYLP.	A project of School Breakfast is being designed oriented to promote products produced in the region. This will be finished on November this year.
		The terms of reference are being developed for the study of strategic development of tourism in MMYLP
	The inclusion of SPRD in the AOP for the Prefecture with emphasis in road projects.	The Project profile for the Palos Blancos – La Asunta Road has been finished to be submitted to the Prefecture.
		The Prefecture AOP 2006 includes 23 projects (1 productive, 9 for infrastructure and 13 for roads) that benefit the MMYLP Municipalities.
	Municipal commissions have been organized for the promotion of productive Chain in 3 municipalities and support has been given to its functions	Productive chains are being identified in the Municipalities of Irupana, Chulumani and La Asunta.

Impact Analysis:

Taking advantage of the Prefecture AOP, the mancomunidad is negotiating the inclusion of infrastructure work; and with this aim coordination meetings are being held with departmental, provincial and municipal authorities.

Result 15: Promote a closer relationship among programs that support regional development and economic stakeholders and other, encouraging productive innovations.

Activities	Programmed Results	Achieved Results
15.1. Create a database of supporting institutions for the productive sector, disseminating information about this among various actors from the municipalities.	All institution that offer support to the MMYLP have been identified and put in an inventory and their policies and operations have been disseminated in member municipalities through an Information Bulletin.	Information from financial institution operating in the region is available and the bulleting is being design to be sent to the 8 Municipalities.
		A training workshop has taken place to develop projects related to Basic Sanitation. Actions are taken to find funding from the Vice Minister of Basic Sanitation to this aim.
		Technical support has been given to the technical staff from 8 municipalities for the design of Project profiles related to Basic sanitation

Impact Analysis:

The presence of new and promising institutional actions in the region is showing that there are the necessary abilities in the MMYLP to take advantage of this new range of cooperation and funding.

Result 16: Appropriate direction and conduction of the mancomunidad.

Activities	Programmed Results	Achieved Results
16.1. Promote effective Assemblies and continuous meetings with the MMYLP Board	The MMYLP Board carries out Assemblies every six months and regular meeting every month to coordinate and define policies and activities for the MMYLP.	The MMYLP Board carried out monthly meetings.
		A meeting of the Municipality of Palos Blancos Board has taken place, with the aim to strengthen the presence of the MMYLP in that region

Impact Analysis:

The possibility of a change of Mayors in December due to constructive vetoing is a new threat for the MMYLP institutionalization and especially for the consolidation of the new Board. Thus, actions of advisory and strengthening are being taken to offer support to current Mayors and avoid a massive change than might have consequences that will not have any control.

MANCOMUNIDAD OF MUNICIPALITIES IN THE TROPICAL NORTHERN REGION OF LA PAZ (MMNPT)

Result 1. Commitments with future Municipal Authorities have been agreed in connection with the Institutional sustainability of municipalities and mancomunidades

Activities:	Programmed Results	Results Achieved
1.1. Workshops and Seminars have been carried out on the Constituent Assembly and Integral Development of Municipalities from the Mancomunidad.	Meetings and conferences with parties and AACC have been held in 5 Municipalities.	Seminars and Workshops have been carried out in 7 Municipalities (Guanay, Tipuani, Mapiri, Teoponte, Tacacoma, Caranavi and Apolo), with 864 participants.
1.2. The I Congress “Towards the Constituent Assembly” has been carried out with participants from all the mancomunidad active affiliates.	Meetings and conferences with parties and AACC have been held in 5 Municipalities.	The I Congress “Towards the Constituent Assembly” has been successfully carried out and positive results have been achieved.

Impact Analysis:

The proposals launched during this process addressed to discuss the Constituent Assembly in the mancomunidad, are generating creative and significant proposals for articulating the Municipalities with the Departments, and should be analyzed with creative ideas in order to enrich the Municipal Representation agenda for the Constituent Assembly.

Result 2. A growing, effective and measurable participation of the civil society has been achieved, applying the MGMP to make Municipal Management more transparent

Activities	Programmed Results	Results Achieved
2.1. Workshops to introduce the MGMP – (FAM Resolution, 2 Ministerial Resolutions) and adequacy of the Model by Municipalities through a Municipal Ordinance.	EDAs and Summits have been carried out applying the Participatory Municipal Management Model in at least 3 Municipalities in 2005 and 2006	The Municipal Governments of Guanay, Teoponte, Tipuani, Apolo and Mapiri are discussing the Ordinance in order to adopt the MGMP – CGMP.
2.2. Workshops to introduce and disseminate the CGMP instruments have been carried out in the Municipalities of Apolo, Teoponte, Guanay, Tipuani, Tacacoma and Mapiri	EDAs and Summits have been carried out applying the Participatory Municipal Management Model in at least 3 Municipalities in 2005 and 2006	Workshops were carried out in 6 Municipalities that have the capacity to manage and adapt the CGMP instruments.
2.3. The Regulations of the	EDAs and Summits have been	The municipal Council of

Municipal Council of Apolo have been submitted and revised.	carried out applying the Participatory Municipal Management Model in at least 3 Municipalities in 2005 and 2006	Apolo counts on Regulations responding to their needs.
2.4. A diagnosis of Municipal actors' participation in decision-making has been carried out in the Municipalities.	EDAs and Summits have been carried out applying the Participatory Municipal Management Model in at least 3 Municipalities in 2005 and 2006	EDAs have been carried out in 5 Municipalities obtaining a diagnosis of each Municipality's strengths and weaknesses regarding governance topics

Impact Analysis:

The task of strengthening governance in the Municipalities of the MMNPT through the application of the MGMP is a priority stated by the MMNPT Board, since such process is being introduced but needs to capture the will of Municipal Authorities and of the Society in order to be transferred to provide the process with sustainability.

Result 3. Women's growing participation in Public Municipal Positions as a result of the advantages of the MGMP

Activities	Programmed Results	Results Achieved
3.1.First meeting of women from Apolo	Women's participation in different events of the cycle has been promoted reaching at least 20% of participating women at the end of the project.	180 women from Apolo are aware of the significance of women's participation in EDAs and Summits.
3.2.First meeting of women from Teoponte	Women's participation in different events of the cycle has been promoted reaching at least 20% of participating women at the end of the project.	50 women from Teoponte are aware of the significance of women's participation in EDAs and Summits.
3.3.Women's event in the Municipality of Guanay	Women's participation in different events of the cycle has been promoted reaching at least 20% of participating women at the end of the project.	80 persons, among them authorities from the municipalities of the mancomunidad, are aware of national and municipal policies promoting gender equity and of the importance of SLIMs.
3.4. Development of an instrument to promote women's participation under	Women's participation in different events of the cycle has been promoted reaching at	The operation of "nurseries" for children during the events has been established in order to

respect and quality conditions.	least 20% of participating women at the end of the project.	facilitate women's presence and participation.
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Impact Analysis:

Gender promotion activities are being increased by hiring a specialist consultant with Dev Tech funds, and creative actions are being generated to facilitate the process of qualitative participation of women in events of the cycle (temporary nurseries).

Result 4. Members Municipalities have established a baseline of their administration and which is regularly measured with the purpose of demonstrating improvements.

Activities	Programmed Results	Results Achieved
4.1. The necessary activities to apply the MDI in Municipalities from the Northern Region of La Paz have been carried out.	7 MDI measurement processes and one IDI have been successfully applied	The IDM was applied in 7 Municipalities from the Mancomunidad and Municipal Authorities are now aware about the importance of its application.
4.2. The application of the Institutional Development Index (IDI) in the mancomunidad.	7 IDM measurement processes and one IDI have been successfully applied	The IDI was applied and the status of institutional development of the mancomunidad has been determined.

Impact Analysis:

The status of progress of both the Mancomunidad and the Municipalities has been identified. We expect that within one year the two instruments will have been applied in order to verify the results of our interventions.

Result 5. Municipalities financial and administrative control systems are in the process of being adapted and develop, applying SAFCO systems.

Activities	Programmed Results	Results Achieved
5.1. Meetings with Municipal Authorities and the technical team from the Municipal Government to adequate the regulations models of Law 1178.	The SAFCO systems have been applied in at least 1 Municipality	Municipal Authorities from the 5 Municipalities are aware of the importance and the need of implementing the systems of the Law 1178
5.2. Training Workshops on the Operation Programming System (Sistema de Programación de Operaciones,	The SAFCO systems have been applied in at least 1 Municipality	Municipal Authorities and the Technical Team from the 5 Municipalities are aware of the advantages of the Operation

SPO) for developing and planning AOP in the Northern Region of La Paz.		Programming System.
5.3. Training Workshops for Hiring Processes and purchases of Goods and Services that will be the basis for the regulations of the Administration Systems for Goods and Services, (SABS in Spanish).	The SAFCO systems have been applied in at least 1 Municipality	Municipal Authorities and the Technical Team from the 5 Municipalities are aware of the importance of implementing purchasing and hiring systems.
5.4. Development of Specific Regulations of the SAFCO Law, Municipalities from the Northern Region of La Paz	The SAFCO systems have been applied in at least 1 Municipality	Municipal Authorities and the Technical Team from the 5 Municipalities are aware of the importance and are prepared to develop and implement the SAFCO systems.

Impact Analysis:

Efforts are being made to increase specialized technical assistance on this topic in order to obtain impact results. To this end, two consultants specialized in financial systems will be hired to help us improve the results in this field.

Result 6. Municipal Governments have started the Municipal District Division process in their affiliate Municipalities

Activities	Programmed Results	Results Achieved
6.1. The Municipal District Division process has started in the Municipality of Mapiri.	The process has been promoted through technical assistance on the Municipal District Division system in at least 4 Municipalities.	The Municipality of Mapiri has a Bylaw that determines the presence of 5 Municipal Districts.
6.2. The Municipal District Division process has started in the Municipalities of Teoponte and Caranavi.	The process has been promoted through technical assistance on the Municipal District Division system in at least 4 Municipalities.	Territorial prospects is being carried out in the Municipalities of Caranavi and Teoponte

Impact Analysis

The proximity of Summits is putting pressure on Municipalities to lead on the Municipal District Division and to have the results of Municipal District Division in at least 3 Municipalities from the mancomunidad, and carry out the two coming Summits by Municipal District.

Challenges/ Concerns Related To Implementation And Actions Taken To Solve Them

The main concern is related to the proximity of National Elections that will most probably modify the institutional operation and transparency conditions of Municipal Authorities. In fact, the President of the mancomunidad has resigned to his position in order to run as a member of Congress.

Recommendations / Responsible Parties

There are several actions that need to be very carefully managed at the institutional level, especially due to the peculiar conditions in the Yungas resulting from the widely known difficulties related to coca growing and the fact of eradication are evident in some regions which causes conflicts all over the region.

II. Other interventions of the DDPC 3 Project

Work will continue emphasizing current issues that have an impact on the region. In fact, a self-funding process is being promoted among the mancomunidades.

We are stressing environment issues and we are closely coordinating actions with Morris Israel from USAID expecting that links between Municipalities and protected areas will be established.

The political issues related to the representation agenda in the mancomunidades is being taken care of, especially in areas related to the development and strengthening of micro-regions.

III. Activities programmed for next quarter (each Director, Area Coordinator, Manager or Specialist will do his/her part)

The activities programmed for next quarter are related to processes of adjusting the AOPs to improve our program proposal, including the decisions taken during the meeting held in Tamampaya. Thus, we are introducing more actions in subjects related to finance, gender, local economic development, services and projects.

With Dev Tech resources for Yungas we anticipate to hire a technical team (including Engineers, one Economist, one Agronomist, and one topographer) for each mancomunidad that takes on the initial task of increase the MDI in the field of services and projects; the team will carry out parallel tasks related to the self-sustainability of the mancomunidad, offering services to the Municipalities for feasibility and pre-feasibility project development as a beginning step for self-sustainability tasks in the mancomunidades.

With resources from DDPC3, a complementary team will be hired to work on local economic development and finances, with one team for each topic as stated in the complementary work plan.

Mancomunidad of Municipalities from the Yungas in La Paz (MMYLP)

A. MUNICIPAL MANAGEMENT MODEL.

Activities	Deliverables Expected
Summits 1.	Summits 1 held in the 8 Municipalities of the MMYLP.
Summits 2 by Municipal Districts.	Summits 2 held in the 8 Municipalities of the MMYLP per Municipal Districts.
Summits 3.	Summits 3 held in the 8 Municipalities of the MMYLP.
Carry out a communication campaign based on the Dissemination Methodology.	Continue the communication campaign started through the dissemination of radio messages.
With the support of promoters, implement a strategy with topics that generate greater participation and higher prestige for women.	5 workshops carried out by gender promoters to promote women's participation.
Develop a communicational and incentive campaign to encourage the participation of women in the cycle.	Continue the communication campaign started through the dissemination of radio messages.

B. TERRITORIAL ORGANIZATION.

Activities	Deliverables Expected
1. Develop a program to disseminate the UPAS Law and its regulations.	3 workshops carried out.
2. Develop a campaign to encourage the Municipalities from the MMYLP to form a committee to search for and propose boundaries solutions.	Start the process for committee organization (report submitted)
3. Plan, promote and adjust the Municipal District Division process in Palos Blancos.	Held meetings with political and social actors from the Municipality (report submitted)
4. Support and complete District Division processes in Coripata and La Asunta.	Held meetings with political and social actors from the Municipality (report submitted)
5. Strengthen and rebuild Oversight Committees	Meetings with representatives from the Oversight Committees (reports submitted)
6. Support to Oversight Committees so they can adequate their Internal Statutes and Regulations to the new territorial reality.	3 OC Statutes modified (reports submitted)
7. Reconcile the territorial organization of the Municipalities with that of Health and Education.	Meetings with Health and Education Departmental and National Authorities held.

C. INSTITUTIONAL STRENGTHENING.

Activities	Deliverables Expected
1. Adjust Statutes facilitating the introduction of mechanisms for automatic municipal contribution, and inserting representatives of Directors appointed by the corresponding Mayors who accept to do so.	Held a General Meeting to modify the Internal Statutes of the MMYLP (Event Report)
2. Implement organization and function manuals, as well as SAFCO Law specific regulations and other allowing complying with legal obligations in force.	SABS Manual and Regulations approved by the Board of the MMYLP (Board of Directors' Resolution)
3. Develop human resource administration policies for the MMYLP, including employment stability.	1 report submitted.
4. Create the Public Compensation Fund for the Yungas.	1 report submitted.
5. Create and administer a data base with development and socio-economic indicators from each Municipality affiliated to the MMYLP, per Municipal District.	Report of the follow-up of activities carried out by the consultant hired by the project

D. STRATEGIC PLAN.

Activities	Deliverables Expected
1. Design and implement a strategy to create a resource fund for implementing SPRD priorities	Strategy developed.
2. Diagnosis of key tourism projects for the MMYLP.	1 study announced
3. Include SPRD projects in the Prefecture AOP, emphasizing road-related projects.	1 report done.
4. Create a data base of institutions supporting the productive sector, and disseminate information among actors from Municipalities affiliated to the mancomunidades.	1 report submitted.
5. Promote the establishment of a CODEPE affiliated to a mancomunidad, which makes viable the regional demands.	4 Announcements for COPEDE formation.
6. Promote the implementation of a Pedagogic Technical Graduation pilot project with improved production systems that disseminates its advantages with other products and traditional technologies.	1 report submitted.

E. BOARD OF DIRECTORS

Activities	Expected Deliverables
1. Promote efficient regular meetings of the Board of Directors of the MMYLP	3 Meetings held in the Municipalities.

Mancomunidad of Municipalities from the Northern Region of La Paz (MMNPT)

F. GOVERNANCE

Activities	Deliverables Expected
1. SUMMIT 1 in the Municipalities of Tipuani Teoponte, Guanay, Mapiiri, Apolo in October.	Actors socialize and transparent actions and learn about resource estimation for the AOP 2006, and MG proposal. They also have instruments per sectors to survey and prioritize demands inserted in the AOP for the administration year 2006.
2. Provide support to develop and prioritize the demands stated in community meetings with OTBs, women and productive sector, as well as with education and health sectors. Provide technical support to the Oversight Committee. (October – November)	The social demand responds to equity and local economic development criteria within their vocation (economic development) framework.
3. SUMMIT 2 in the Municipalities of Tipuani, Guanay y Apolo, and at District level in the Municipalities of Mapiiri and Teoponte in October and November.	Participants learn about the estimation of resource availability for the next year (Probably based on guidelines from the Ministry of Finances). The aforementioned sectors may submit their requirements to be prioritized within the municipal offer. The EM has finally a document worked through a consensus and with prioritized demands that respond to the Municipality vocation (economic development).
4. Third Internal Evaluation Workshop	Socialization of the situation of Municipalities in the Mancomunidad Vs. Technical Assistance provided.
5. SUMMIT 3 in the Municipalities of Tipuani Teoponte, Guanay, Mapiiri, Apolo, in November and December.	There is an AOP for the year 2006 developed and agreed upon in a participatory manner, which responds to the needs and vocations (economic development efforts) of the Municipality.
6. Technical support for the 2 nd issue of the mancomunidad magazine.	Magazine edited and printed.
7. Facilitate the instruments to the OC and the CM so they give their opinions about the AOP 2006, and approval through Council Resolution.	AOP approved before December 31.

5. Quarterly Report development and preparation as of December 31.	Quarterly Report submitted.
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G. FINANCE

Activities:	Deliverables Expected
1. Approval of Specific Regulations of Law 1178 for the Municipality of Caranavi by its authorities.	Specific Regulations ready to be reconciled by the Ministry of Finances.
2. Approval of Specific Regulations of Law 1178 for the Municipality of Guanay by its authorities.	Specific Regulations ready to be reconciled by the Ministry of Finances.
3. Approval of Specific Regulations of Law 1178 for the Municipality of Tipuani by its authorities.	Specific Regulations ready to be reconciled by the Ministry of Finances.
4. Approval of Specific Regulations of Law 1178 for the Municipality of Teoponte by its authorities.	Specific Regulations ready to be reconciled by the Ministry of Finances.
5. Approval of Specific Regulations of Law 1178 for the Municipality of Mapiri by its authorities.	Specific Regulations ready to be reconciled by the Ministry of Finances.
6. Approval of Specific Regulations of Law 1178 for the Municipality of Apolo by its authorities.	Specific Regulations ready to be reconciled by the Ministry of Finances
7. Follow-up to presentation of Monthly Budget Execution, information analysis for decision-making, five Municipalities from the MMNPT.	Submission of Budgetary Compliance to the Treasury Department, physical financial progress of the POA.
8. Support during Municipal Summits - 1, 2 and 3 – on Budget and allocation of Municipal Demands.	Summits held
9. Development of at least 4 Municipal AOPs	4 AOPs were developed and had no observations from the Ministry of Finances.

H. MUNICIPAL DISTRICT DIVISION

Activities	Deliverables Expected
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1. Beginning of District Division process in the Municipality of Caranavi	Municipality of Caranavi with District Division
2. Beginning of District Division process in the Municipality of Guanay.	Municipality of Guanay with District Division
3. Beginning of District Division process in the Municipality of Tipuani	Municipality of Tipuani with District Division.

I. LEGAL/INSTITUTIONAL

Activities	Deliverables Expected
1. Workshop on legal strengthening for municipal actors from the Municipalities of Caranavi, Mapiri, Tipuani, Guanay and Tacacoma.	All municipal actors committed to the responsibilities and obligations implied in their positions.
2. Completion of Regulations for the Council of Apolo	The Council of Apolo has its Regulations.
3. Submission of proposal for MMNPT Statutes and Regulations.	The MMNPT has updated instruments.
4. Implementation in Municipal Council Regulations of the Participatory Municipal Management Model, in the Municipalities of Guanay, Tipuani, Mapiri and Tacacoma.	Each Municipality inspected has updated Council Regulations.
5. Updating of Oversight Committees Regulations in accordance with the MGMP, in the Municipalities of Apolo, Mapiri, Teoponte and Tipuani.	Surveillance Committees have updated Regulations.
6. Implementation of Specific Regulations for the mancomunidad	The MMNPT has Specific Regulations.

Samples of successful cases, stories, anecdotes, interest topics, other issues

There is a detail of successful cases, stories, anecdotes, interest topics and others, in the report of mancomunidades, that can be summarized in "light and shade" as a full process. In general, significant successes are being achieved at all levels.

It is important to mention again that the main effort is carried out by the mancomunidades because in this way there is a better perspective of institutional sustainability since by forming technicians from the mancomunidades and simultaneously forming technicians from the Municipalities, these human resources will remain in their place after the end of the life of the project and the subjects being transferred will achieve a greater impact during this period.

Concerns, problems and implementation recommendations

The approval for the budget and complementary Work Plan, plus the development of the IDM process in Yungas, is delaying the possibility of the mancomunidades to start negotiations with their corresponding Municipalities to implement this complementary phase of the project.

The most serious concern is related to the unproductive calendar in the Yungas, and probably in the rest of the country, due to the National Elections (November and December) holidays (December) rainy season and Carnival (January, February, and March). This forces us to plan an intervention process during a period of time with quite different characteristics.